

## facilitation & reflection worksheet

This canvas is designed to help leaders and teams build a shared understanding of how their culture is functioning today.

It is:

- A diagnostic snapshot, not a visioning exercise
- A way to surface patterns, strengths, and gaps
- A tool to identify where culture is helping or hindering strategy

It is not:

- A values-definition workshop
- A “future culture” design tool
- A performance evaluation of individuals

**The intent is to see the system clearly before deciding what to change.**

## how to approach this work

- Focus on what is actually happening, not what should be happening
- Use specific examples (e.g., decisions, behaviours, outcomes)
- Expect different perspectives misalignment is useful data
- Avoid fixing or defending, clarity comes first
- If it feels uncomfortable at times, that's a sign the work is honest.

**activity starts on next page →**



Use the culture canvas worksheet on page 6 as you work through the questions

# step 1: populate the canvas

Time: 45 minutes

Work through each section and capture your observations using sticky notes or short written reflections. One idea per note.

## 1. foundations: direction & shared meaning

These elements shape why the organization exists and what it is trying to achieve. If these are weak or unclear, culture issues are often symptoms of strategic confusion.

### 1. purpose & meaning: why this organization exists

Reflect on:

- What do people believe this organization is here to do?
- Where do people find meaning in their work?
- Where does the purpose feel clear and where does it feel vague, outdated, or inconsistent?

Look for:

- Shared language vs. multiple interpretations
- Energy vs. indifference when purpose is discussed

### 2. strategic promise: what this culture must deliver

Reflect on:

- What does this organization implicitly promise to employees, customers, and partners?
- What kind of experience does the culture currently create?
- How well does the culture support the organization's strategy and goals?

Look for:

- Alignment between strategy and day-to-day behaviour
- Gaps between stated priorities and lived reality

### 3. core beliefs: the assumptions driving behaviour

Reflect on:

- What do people really believe about trust, accountability, risk, performance, and leadership?
- What beliefs are rarely spoken but strongly felt?
- Which beliefs support success and which may limit growth?

Look for:

- Patterns behind repeated behaviours
- "This is just how things work here" statements

**NOTE:** If many blue notes feel unclear, contradictory, or thin. This usually points to a strategy, vision, or alignment issue, not a leadership capability problem.



## 2. enablers: leadership & ways of working

These elements determine whether the culture is activated or constrained through leadership behaviour and daily practices.

### 4. inner climate (trust, safety & energy): how it feels to work here

Reflect on:

- Where do people feel safe to speak honestly or challenge ideas?
- Where do fear, fatigue, or silence show up?
- What consistently drains energy and what restores it?

Look for:

- Who speaks up and who doesn't
- Where people self-edit or over-function

### 5. leadership behaviour: what leaders actually model

Reflect on:

- What behaviours leaders demonstrate consistently, especially under pressure?
- What behaviours are rewarded, tolerated, or quietly ignored?
- Where is there a gap between what leaders say and what they do?

Look for:

- Mixed messages
- Credibility gaps between intent and action

### 6. ways of working & decision-making: how work and power really flow

Reflect on:

- How are decisions typically made?
- How are disagreements handled?
- How clear is ownership and accountability?

Look for:

- Bottlenecks and delays
- Avoided conflict or unclear authority

**NOTE: If yellow notes show friction or inconsistency, this points to leadership beliefs, habits, and practices as the primary leverage point.**



### 3. outcomes & costs: what the culture produces

These elements show the results and consequences of the foundations and enablers above.

#### 7. capabilities & growth: who thrives and how learning happens

Reflect on:

- What skills and mindsets are developed here?
- How well does the organization learn from mistakes?
- Who succeeds in this culture and who struggles?

Look for:

- Stagnation vs. adaptability
- Reliance on a few key individuals

#### 8. systems & reinforcement: what gets rewarded or addressed

Reflect on:

- What do performance reviews, promotions, and incentives actually reward?
- What happens when behaviour undermines the culture?
- Where do systems reinforce or quietly erode desired behaviour?

Look for:

- Misalignment between values and rewards
- Avoidance of difficult conversations

#### 9. outcomes & impact: what this culture is producing

Reflect on:

- What business and human outcomes are evident?
- How does culture affect performance, retention, trust, and reputation?
- What are the hidden or long-term costs of how work gets done today?

Look for:

- Patterns that repeat year over year
- Issues labeled “people problems” that may be cultural

activity continues on next page →



## step 2: step back & make sense of the whole

Time: 10 minutes

As a group, reflect together:

1. Which layer feels strongest? Which feels weakest?
2. Where do we see misalignment across layers?
3. What keeps breaking down that we keep fixing instead of solving at the root?
4. What are we asking leaders or teams to carry that the system isn't supporting?

## step 3: identify the primary leverage point

Time: 10 minutes

Based on what you see, identify the most important focus area:

1. Foundations → Strategic clarity, purpose, and alignment
2. Enablers → Leadership beliefs, behaviours, and ways of working
3. Outcomes → Reinforcement, systems, and sustainability

**Closing Reflections:**

1. What surprised you?
2. What feels clearer now?
3. What conversation do we need to have next?



# culture canvas worksheet.



**1. purpose & meaning: why this organization exists**

**2. strategic promise: what this culture must deliver**

**3. core beliefs: the assumptions driving behaviour**

**4. inner climate (trust, safety & energy): how it feels to work here**

**5. leadership behaviour: what leaders actually model**

**6. ways of working & decision-making: how work and power really flow**

**7. capabilities & growth: who thrives and how learning happens**

**8. systems & reinforcement: what gets rewarded or addressed**

**9. outcomes & impact: what this culture is producing**